

Qualitative Case Review

Salt Lake Region

Fiscal Year 2005

Preliminary Results

Office of Services Review

April 2005

Executive Summary

- Seventy-two cases were reviewed for the Salt Lake Region Qualitative Case Review. Reviews were held in December 2004 and March 2005 with 36 cases being reviewed in each review. One case was not scored on System Performance because the target child was on the run at the time of the review and could not be interviewed.
- **The overall Child Status score was 88%, which exceeds the exit requirement of 85%.**
- The Safety score was 89%. Eight of the seventy-two cases had safety concerns.
- Excellent results were achieved on Appropriateness of Placement (96%) Health/Physical Well-being (93%), and Caregiver Functioning (98%). Very good results were seen on Emotional/ Behavioral Well-being (93%), Learning Progress (90%), and Satisfaction (80%).
- There were significant decreases in Stability (from 83% to 56%), Prospects for Permanence (from 77% to 52%) and Family Resourcefulness (from 86% to 60%).
- **The overall System Performance score of 83% nearly reached the exit criteria of 85%. More importantly, it demonstrated that Salt Lake Region can sustain the remarkable progress they achieved last year.**
- Ten of the eleven System Performance indicators had double-digit increases last year (Fiscal Year 2004). Two of these indicators, Child and Family Team Coordination and Child and Family Participation, improved again this year. Five of these indicators decreased slightly, but remained near the levels they had achieved last year. Three of these indicators (Functional Assessment, Long Term View and Successful Transitions) had double-digit decreases this year, losing most or all of the ground they gained last year.
- Home-based cases scored slightly better than foster care cases on System Performance (87% versus 81%), but foster care cases scored significantly better than home-based cases on Child Status (92% versus 78%).
- 24% of the workers reviewed were new workers (with one year or less of work experience). The cases of new and experienced workers performed similarly in Child Status, 82% vs. 89%. Conversely, the data indicates that new workers had acceptable System Performance scores on 77% of their cases while experienced workers had acceptable System Performance scores on 85% of their cases.
- Twenty-five percent of workers had high caseloads (17 or more cases). This is a slight increase from last year (18%), but it is still much lower than the rate was two years ago (41%).

Methodology

The Qualitative Case Review for the Salt Lake Region was divided into two parts and held in December 2004 and March 2005. Seventy-two open DCFS cases were selected and reviewed, with 36 cases reviewed in each of the reviews. For each review, cases were pulled by office from across the entire region without regard to the former boundaries of the Salt Lake, Granite, and Cottonwood regions. In the second review one of the target children was on the run at the time of the review; therefore, this case was automatically scored unacceptable on Safety and on Overall Child Status. Because the child could not be interviewed, System Performance was not scored. Therefore, the total number of cases scored on overall Child Status was 72 while the total number of cases scored on System Performance was 71.

The cases were reviewed by certified reviewers from the Child Welfare Policy and Practice Group (CWPPG), the Office of Services Review (OSR), and the Division of Child and Family Services (DCFS), as well as first time reviewers from DCFS, community partners and child welfare professionals from other states. The cases were selected by CWPPG based on a sampling matrix assuring that a representative group of children were reviewed. The sample included children in out-of-home care and families receiving home-based services such as voluntary supervision, protective supervision and intensive family preservation. Cases were selected to include offices throughout the region.

The information was obtained through in-depth interviews with the children (if old enough to participate), their parents or other guardians, foster parents (when placed in foster care), caseworkers, teachers, therapists, service providers, and others having a significant role in the children's lives. In addition the children's files, including prior CPS investigations and other available records, were reviewed.

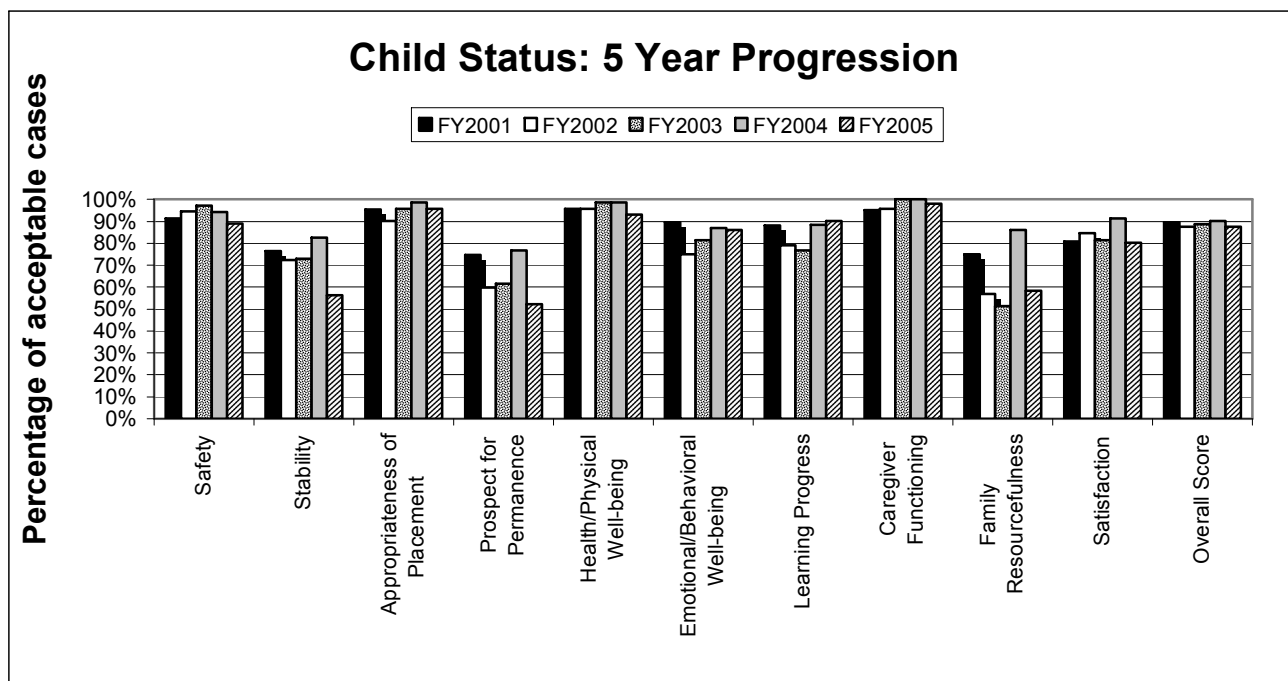
Performance Tables

Preliminary data

The results in the following tables are based on the scores provided to OSR at the end of the Salt Lake Region review. They contain the scores of 72 cases. These results are preliminary only and are subject to change until reviewed by the court monitor.

Salt Lake Region Child Status					FY00	FY01	FY02	FY03	FY04	FY05
	# of cases	Needing	Exit Criteria	85% on overall score	Baseline					Current
	Acceptable	Improvement			Scores					Scores
Safety	64	8	88.9%		86.7%	91.2%	94.4%	97.1%	94.4%	88.9%
Stability	40	31	56.3%		69.0%	76.5%	72.2%	72.9%	82.6%	56.3%
Appropriateness of Placement	68	3	95.6%		90.6%	95.5%	90.3%	95.7%	98.6%	95.6%
Prospect for Permanence	37	34	52.1%		64.3%	74.6%	59.7%	61.4%	76.8%	52.1%
Health/Physical Well-being	66	5	93.0%		97.6%	95.6%	95.8%	98.6%	98.6%	93.0%
Emotional/Behavioral Well-being	61	10	85.9%		76.2%	89.7%	75.0%	81.4%	87.0%	85.9%
Learning Progress	64	7	90.1%		88.1%	88.1%	79.2%	76.8%	88.4%	90.1%
Caregiver Functioning	49	1	98.0%		100.0%	95.2%	95.6%	100.0%	100.0%	98.0%
Family Resourcefulness	21	15	58.3%		60.0%	75.0%	56.8%	51.4%	86.1%	58.3%
Satisfaction	57	14	80.3%		86.4%	80.9%	84.5%	81.4%	91.3%	80.3%
Overall Score	63	9	87.5%		86.7%	89.7%	87.5%	88.6%	90.1%	87.5%

- 1) This score reflects the percent of cases that had an overall acceptable Child Status score. It is not an average of FY05 current scores.
Note: These scores are preliminary and subject to change.



Statistical Analysis of Child Status Results:

The overall Child Status score was 88%, which exceeds the exit requirement of 85%.

Safety scored very well with 89% acceptable cases. There were eight cases with safety concerns out of 72 total cases. One of these eight cases was automatically scored unacceptable because the child was on the run at the time of the review.

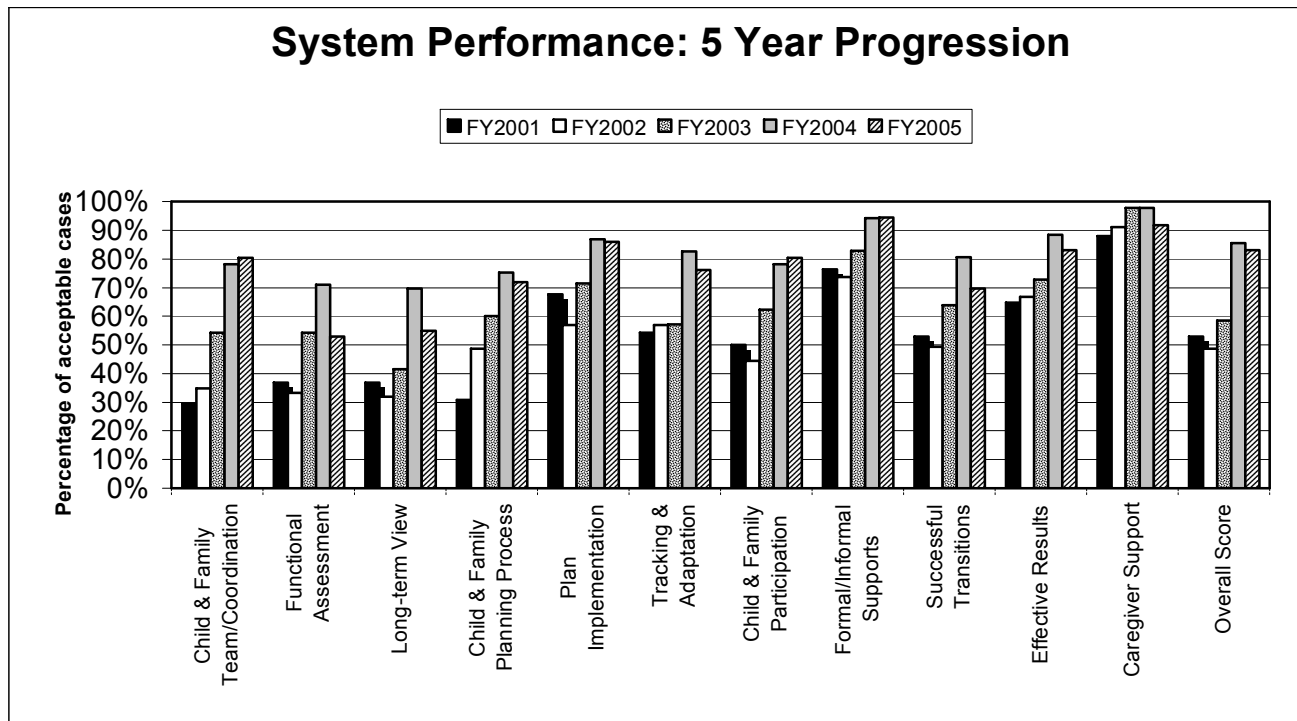
Excellent results were achieved on Appropriateness of Placement (96%) Health/Physical Well-being (93%), and Caregiver Functioning (98%). Very good results were seen on Emotional/ Behavioral Well-being (86%), Learning Progress (90%), and Satisfaction (80%).

There were significant decreases in Stability (from 83% to 56%), Prospects for Permanence (from 77% to 52%) and Family Resourcefulness (from 86% to 58%). Double-digit increases had been achieved last year in Prospects for Permanence (up 15 percentage points) and Family Resourcefulness (up 35 percentage points), but these gains were lost this year.

Salt Lake Region System Performance - Continued										
		# of cases			FY00	FY01	FY02	FY03	FY04	FY05
	# of cases	Needing	Exit Criteria 70% on Shaded indicators	Baseline						Current
	Acceptable	Improvement	Exit Criteria 85% on overall score	Scores						Scores
Child & Family Team/Coordination	57	14	<div><div></div></div> 80.3%	36.7%	29.4%	34.7%	54.3%	78.3%	80.3%	
Functional Assessment	37	34	<div><div></div></div> 52.1%	26.6%	36.8%	33.3%	54.3%	71.0%	52.1%	
Long-term View	38	33	<div><div></div></div> 53.5%	33.3%	36.8%	31.9%	41.4%	69.6%	53.5%	
Child & Family Planning Process	51	20	<div><div></div></div> 71.8%	47.6%	30.9%	48.6%	60.0%	75.4%	71.8%	
Plan Implementation	61	10	<div><div></div></div> 85.9%	69.6%	67.6%	56.9%	71.4%	87.0%	85.9%	
Tracking & Adaptation	55	16	<div><div></div></div> 77.5%	69.0%	54.3%	56.9%	57.1%	82.6%	77.5%	
Child & Family Participation	57	14	<div><div></div></div> 80.3%	64.3%	50.0%	44.4%	62.3%	78.3%	80.3%	
Formal/Informal Supports	67	4	<div><div></div></div> 94.4%	86.7%	76.5%	73.6%	82.9%	94.2%	94.4%	
Successful Transitions	45	21	<div><div></div></div> 68.2%	68.6%	52.9%	49.3%	63.8%	80.6%	68.2%	
Effective Results	58	13	<div><div></div></div> 81.7%	73.2%	64.7%	66.7%	72.9%	88.4%	81.7%	
Caregiver Support	47	4	<div><div></div></div> 92.2%	92.0%	88.1%	91.1%	97.9%	97.7%	92.2%	
Overall Score	59	12	<div><div></div></div> 83.1%	47.6%	52.9%	48.6%	58.6%	85.5%	83.1%	
			0% 20% 40% 60% 80% 100%							

- 1) This score reflects the percent of cases that had an overall acceptable System Performance score. It is not an average of FY05 current scores.

Note: these scores are preliminary and subject to change.



Statistical Analysis of System Performance Results:

After soaring from 59% to 86% on Overall System Performance last year, Salt Lake Region sustained their progress by scoring 83% this year.

Ten of the eleven System Performance indicators had double-digit increases last year. Two of these indicators, Child and Family Team Coordination and Child and Family Participation, improved even more this year. Five of these indicators decreased slightly (Child and Family Planning Process, Plan Implementation, Tracking and Adaptation, Effective Results, and Caregiver Support), but they remained near the high levels they had achieved last year, demonstrating sustainability on those indicators. Three indicators (Functional Assessment, Long Term View and Successful Transitions) had double-digit decreases this year, losing most of the ground they had gained last year.

Whereas all six of the core indicators met the exit criteria of 70% last year, four of the six indicators met or exceeded the exit criteria this year (Child and Family Team Coordination, Child and Family Planning Process, Plan Implementation, and Tracking and Adaptation).

ANALYSIS OF DATA

RESULTS BY CASE TYPE

Last year foster care cases and home-based cases scored nearly the same on both System Performance and Child Status. This year home-based cases scored slightly better than foster care cases on System Performance (87% versus 81%), but foster care cases scored significantly better than home-based cases on Child Status (92% versus 78%). Of the 71 cases scored on System Performance, 48 cases (68%) were foster care cases and 23 cases (32%) were home-based cases. Average scores were similar across case types for both Child Status and System Performance.

Case Type	# In sample	# Acceptable	% Acceptable	Average score
System Performance				
Foster Care	48	39	81%	4.4
Home-based	23	20	87%	4.3
Child Status				
Foster Care	49	45	92%	4.7
Home-based	23	18	78%	4.4

With the exception of the PSC cases, the home-based cases all scored at least 80% on Child Status, and PFP and PSS cases scored at least 80% on both Child Status and System Performance. Fifty percent of PSC cases were acceptable on both Child Status and System Performance; however, there were only two PSC cases in the sample. PSS cases had the highest average scores on both Child Status and System Performance.

Case Type	# In sample	# Acceptable	% Acceptable	Average score
System Performance				
PSC	2	1	50%	3.5
PFP	6	6	100%	4
PSS	15	13	87%	4.5
Child Status				
PSC	2	1	50%	3
PFP	6	5	83%	4
PSS	15	12	80%	4.8

RESULTS BY PERMANENCY GOAL

Of the 72 cases, 14 (19%) had a permanency goal of Adoption, 19 (26%) had a goal of Reunification or Individualized Permanence, and 15 (21%) had a goal of Remain Home. Cases with Adoption, Individualized Permanence and Reunification goals scored better than other cases types on Child Status. Cases with a goal of Remain Home had the lowest results on Child Status. Cases with a goal of Guardianship had the lowest results on System Performance, scoring significantly lower than cases with other goals. Cases with Adoption or Reunification goals achieved the best results on System Performance.

CHILD STATUS				
GOAL	# in Sample	# Acceptable	% Acceptable	
Adoption	14	14	100.0%	
Guardianship	5	4	80.0%	
Ind. Permanence	19	17	89.5%	
Remain Home	15	11	73.3%	
Reunification	19	17	89.5%	
Total	72	63	87.5%	
SYSTEM PERFORMANCE				
GOAL	# in Sample	# Acceptable	% Acceptable	avg. score
Adoption	14	13	92.9%	4.6
Guardianship	5	3	60.0%	4.0
Ind. Permanence	18	14	77.8%	4.4
Remain Home	15	12	80.0%	4.0
Reunification	19	17	89.5%	4.4
Total	71	59	83.1%	

RESULTS BY CHILD'S AGE

Of the 72 cases scored there were 32 cases (44%) with a young target child (0 to 12 years old) and 40 cases (56%) with a teenager (13+ years old). As with last year, young children scored better than teenagers on both Child Status and System Performance. Of the cases with young children, 91% had acceptable System Performance results versus 77% on the cases with teenagers. On the Child Status side, 94% of cases with younger children had acceptable outcomes while only 83% of the cases with teenagers had acceptable outcomes. These percentages were nearly identical to last year's results.

There was an increase in the number of teenagers reviewed in Salt Lake this year versus the previous two years. In 2003 there were 30 cases (43%) of teenagers. In 2004 there were 29 teenagers in the sample (41%). This year the number of teenagers in the sample rose to 40, which means that 56% of the cases were teenagers. In their most recent review other regions had the following percentages of teens: Northern-42%, Western-46%, Eastern-50%, and Southwest-46%. Although Salt Lake has a slightly higher percentage of teenagers in care, it is not significantly higher than other regions.

While most of the cases that had unacceptable Overall System Performance were teenagers, it is important to remember that most cases with teenagers had acceptable Overall System Performance (77%).

	# of cases in sample	# of cases acceptable	% Acceptable
System Performance			
Cases with target child 0-12 years old	32	29	91%
Cases with target child 13+ years old	39	30	77%
Child Status			
Cases with target child 0-12 years old	32	30	94%
Cases with target child 13+ years old	40	33	83%

RESULTS BY CASEWORKER EMPLOYMENT LENGTH

Twenty-four percent of the workers reviewed were new workers (with one year or less of work experience). The cases of new and experienced workers performed similarly in Child Status, 82% versus 89%. Conversely, the data indicates that new workers had acceptable System Performance scores on 77% of their cases while experienced workers had acceptable System Performance scores on 85% of their cases.

This is a departure from what was found last year when there were only three percentage points difference, but it is not as wide a gap as was found in FY2003. In that year there was a 20 percentage point difference.

Length of Employment with the Division	# of cases in sample	# of cases acceptable	% Acceptable
System Performance 2005			
# of workers with 1 year or less experience	17	13	77%
# of workers with 1+ years experience	54	46	85%

RESULTS BY CASELOAD

Of the 71 cases scored on System Performance, 18 cases (25%) were managed by workers with high caseloads (17 or more cases). This is a modest increase from last year, when 19% of the cases were managed by workers with high caseloads; however, caseload size did not have an impact on the results. Both groups of workers performed identically with 83% of their cases achieving acceptable results.

Caseload Size	# of cases in sample	# of cases acceptable	% Acceptable
System Performance			
16 cases or less	53	44	83%
17 cases or more	18	15	83%

RESULTS BY SUPERVISOR

The cases reviewed in the Salt Lake region represented 21 different supervisors. The number of cases reviewed from each supervisor varied from a high of six cases to a low of one case. Virtually all of the supervisors had excellent outcomes. Eleven of the 21 supervisors had acceptable System Performance on all of their cases and another nine supervisors had only one case that did not achieve acceptable System Performance. One supervisor with six cases had two that were scored unacceptable and a third that would have scored unacceptable if it had been scored. The charts on the following two pages illustrate how the cases of each supervisor in the Salt Lake Valley Region scored on System Performance.


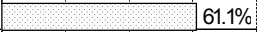









Case #	Office	System Performance	Sys. Perf. By Office		Case #	Supervisor	System Performance	Sys. Perf. By Supervisor
05SL04	A	Acceptable	4 of 5		05SL45	A	Acceptable	3 of 5
05SL14	A	Unacceptable	80%		05SL46	A	Acceptable	60%
05SL15	A	Acceptable			05SL47	A	Unacceptable	
05SL22	A	Acceptable			05SL49	A	Acceptable	
05SL34	A	Acceptable			05SL50	A	N/A	
05SL11	B	Acceptable	3 of 4		05SL58	A	Unacceptable	
05SL17	B	Acceptable	75%		05SL02	B	Acceptable	2 of 3
05SL21	B	Unacceptable			05SL07	B	Acceptable	67%
05SL24	B	Acceptable			05SL27	B	Unacceptable	
05SL45	C	Acceptable	7 of 10		05SL03	C	Acceptable	4 of 5
05SL46	C	Acceptable	70%		05SL13	C	Acceptable	80%
05SL47	C	Unacceptable			05SL19	C	Unacceptable	
05SL48	C	Acceptable			05SL32	C	Acceptable	
05SL49	C	Acceptable			05SL36	C	Acceptable	
05SL50	C	N/A			05SL54	D	Unacceptable	2 of 3
05SL52	C	Acceptable			05SL56	D	Acceptable	67%
05SL53	C	Acceptable			05SL61	D	Acceptable	
05SL57	C	Acceptable			05SL06	E	Acceptable	4 of 4
05SL58	C	Unacceptable			05SL12	E	Acceptable	
05SL62	C	Unacceptable			05SL20	E	Acceptable	100%
05SL54	D	Unacceptable	2 of 3		05SL28	E	Acceptable	
05SL56	D	Acceptable	67%		05SL40	F	Acceptable	4 of 4
05SL61	D	Acceptable			05SL63	F	Acceptable	100%
05SL37	E	Acceptable	9 of 10		05SL68	F	Unacceptable	
05SL38	E	Acceptable	90%		05SL72	F	Acceptable	
05SL39	E	Acceptable			05SL43	G	Acceptable	3 of 4
05SL41	E	Acceptable			05SL60	G	Acceptable	75%
05SL42	E	Acceptable			05SL69	G	Acceptable	
05SL44	E	Unacceptable			05SL70	G	Unacceptable	
05SL51	E	Acceptable			05SL71	H	Acceptable	100%
05SL59	E	Acceptable			05SL25	J	Acceptable	100%
05SL64	E	Acceptable			05SL04	K	Acceptable	4 of 5
05SL67	E	Acceptable			05SL14	K	Unacceptable	80%
05SL40	F	Acceptable	3 of 4		05SL15	K	Acceptable	
05SL63	F	Acceptable	75%		05SL22	K	Acceptable	
05SL68	F	Unacceptable			05SL34	K	Acceptable	
05SL72	F	Acceptable			05SL01	L	Acceptable	4 of 4
05SL43	G	Acceptable	3 of 4		05SL23	L	Acceptable	100%
05SL60	G	Acceptable	75%		05SL29	L	Acceptable	
05SL69	G	Acceptable			05SL30	L	Acceptable	
05SL70	G	Unacceptable			05SL08	M	Acceptable	4 of 4



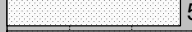







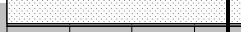

05SL02	H	Acceptable	11 of 13		05SL18	M	Acceptable	100%
05SL03	H	Acceptable	85%		05SL33	M	Acceptable	
05SL07	H	Acceptable			05SL35	M	Acceptable	
05SL08	H	Acceptable			05SL48	N	Acceptable	4 of 5
05SL13	H	Acceptable			05SL52	N	Acceptable	80%
05SL18	H	Acceptable			05SL53	N	Acceptable	
05SL19	H	Unacceptable			05SL57	N	Acceptable	
05SL25	H	Acceptable			05SL62	N	Unacceptable	
05SL27	H	Unacceptable			05SL05	P	Acceptable	2 of 2
05SL32	H	Acceptable			05SL10	P	Acceptable	100%
05SL33	H	Acceptable			05SL11	Q	Acceptable	3 of 4
05SL35	H	Acceptable			05SL17	Q	Acceptable	75%
05SL36	H	Acceptable			05SL21	Q	Unacceptable	
05SL01	J	Acceptable	7 of 7		05SL24	Q	Acceptable	
05SL05	J	Acceptable	100%		05SL09	R	Unacceptable	2 of 3
05SL10	J	Acceptable			05SL16	R	Acceptable	67%
05SL23	J	Acceptable			05SL31	R	Acceptable	
05SL26	J	Acceptable			05SL55	S	Acceptable	2 of 2
05SL29	J	Acceptable			05SL66	S	Acceptable	100%
05SL30	J	Acceptable			05SL65	T	Acceptable	100%
05SL55	K	Acceptable	3 of 3		05SL38	U	Acceptable	4 of 4
05SL66	K	Acceptable	100%		05SL39	U	Acceptable	100%
05SL71	K	Acceptable			05SL41	U	Acceptable	
05SL06	L	Acceptable	4 of 4		05SL67	U	Acceptable	
05SL12	L	Acceptable	100%		05SL37	V	Acceptable	4 of 5
05SL20	L	Acceptable			05SL42	V	Acceptable	80%
05SL28	L	Acceptable			05SL44	V	Unacceptable	
05SL09	M	Unacceptable	3 of 4		05SL51	V	Acceptable	
05SL16	M	Acceptable	75%		05SL59	V	Acceptable	
05SL31	M	Acceptable			05SL26	W	Acceptable	2 of 2
05SL65	M	Acceptable			05SL64	W	Acceptable	100%

APPENDIX

APPENDIX 1

Salt Lake Review #1 Outcomes

Salt Lake Region Child Status										
Review #1		# of cases			FY00	FY01	FY02	FY03	FY04	FY05
	# of cases	Needing			Region-wide data					Current
	Acceptable	Improvement	Exit Criteria 85% on overall score	Baseline						Scores
Safety	32	4		88.9%	86.7%	91.2%	94.4%	97.1%	94.4%	88.9%
Stability	22	14		61.1%	69.0%	76.5%	72.2%	72.9%	82.6%	61.1%
Approp of Placement	33	3		91.7%	90.6%	95.5%	90.3%	95.7%	98.6%	91.7%
Prospects for Permanence	18	18		50.0%	64.3%	74.6%	59.7%	61.4%	76.8%	50.0%
Health/Physical Well-being	35	1		97.2%	97.6%	95.6%	95.8%	98.6%	98.6%	97.2%
Emot/Behavioral Well-being	32	4		88.9%	76.2%	89.7%	75.0%	81.4%	87.0%	88.9%
Learning Progress	33	3		91.7%	88.1%	88.1%	79.2%	76.8%	88.4%	91.7%
Caregiver Functioning	24	1		96.0%	100.0%	95.2%	95.6%	100.0%	100.0%	96.0%
Family Resourcefulness	11	6		64.7%	60.0%	75.0%	56.8%	51.4%	86.1%	64.7%
Satisfaction	26	10		72.2%	86.4%	80.9%	84.5%	81.4%	91.3%	72.2%
Overall Score	32	4		88.9%	86.7%	89.7%	87.5%	88.6%	90.1%	88.9%
				0% 20% 40% 60% 80% 100%						

Salt Lake Region System Performance										
Review #1		# of cases			FY00	FY01	FY02	FY03	FY04	FY05
	# of cases	Needing	Exit Criteria 70% on Shaded indicators		Region-wide data					Current
	Acceptable	Improvement	Exit Criteria 85% on overall score	Baseline						Scores
Child & Family Team/Coord	28	8		77.8%	36.7%	29.4%	34.7%	54.3%	78.3%	77.8%
Functional Assessment	20	16		55.6%	26.6%	36.8%	33.3%	54.3%	71.0%	55.6%
Long-term View	20	16		55.6%	33.3%	36.8%	31.9%	41.4%	69.6%	55.6%
Child & Family Planning	24	12		66.7%	47.6%	30.9%	48.6%	60.0%	75.4%	66.7%
Plan Implementation	33	3		91.7%	69.6%	67.6%	56.9%	71.4%	87.0%	91.7%
Tracking & Adaptation	27	9		75.0%	69.0%	54.3%	56.9%	57.1%	82.6%	75.0%
Child & Family Participation	28	8		77.8%	64.3%	50.0%	44.4%	62.3%	78.3%	77.8%
Formal/Informal Supports	36	0		100.0%	86.7%	76.5%	73.6%	82.9%	94.2%	100.0%
Successful Transitions	22	12		64.7%	68.6%	52.9%	49.3%	63.8%	80.6%	64.7%
Effective Results	30	6		83.3%	73.2%	64.7%	66.7%	72.9%	88.4%	83.3%
Caregiver Support	23	3		88.5%	92.0%	88.1%	91.1%	97.9%	97.7%	88.5%
Overall Score	31	5		86.1%	47.6%	52.9%	48.6%	58.6%	85.5%	86.1%
				0% 20% 40% 60% 80% 100%						

Salt Lake Review #2 Outcomes

Salt Lake Region Child Status

Review #2	# of cases			FY00	FY01	FY02	FY03	FY04	FY05
	# of cases	Needing	Exit Criteria 85% on overall score	Baseline					Current
	Acceptable	Improvement	Exit Criteria 85% on overall score	Scores					Scores
Safety	32	4	88.9%	86.7%	91.2%	94.4%	97.1%	94.4%	88.9%
Stability	18	17	51.4%	69.0%	76.5%	72.2%	72.9%	82.6%	51.4%
Approp of Placement	35	0	100.0%	90.6%	95.5%	90.3%	95.7%	98.6%	100.0%
Prospects for Permanence	19	16	54.3%	64.3%	74.6%	59.7%	61.4%	76.8%	54.3%
Health/Physical Well-being	31	4	88.6%	97.6%	95.6%	95.8%	98.6%	98.6%	88.6%
Emot/Behavioral Well-being	29	6	82.9%	76.2%	89.7%	75.0%	81.4%	87.0%	82.9%
Learning Progress	31	4	88.6%	88.1%	88.1%	79.2%	76.8%	88.4%	88.6%
Caregiver Functioning	25	0	100.0%	100.0%	95.2%	95.6%	100.0%	100.0%	100.0%
Family Resourcefulness	10	9	52.6%	60.0%	75.0%	56.8%	51.4%	86.1%	52.6%
Satisfaction	31	4	88.6%	86.4%	80.9%	84.5%	81.4%	91.3%	88.6%
Overall Score	31	5	86.1%	86.7%	89.7%	87.5%	88.6%	90.1%	86.1%

Salt Lake Region System Performance

Review #2	# of cases			FY00	FY01	FY02	FY03	FY04	FY05
	# of cases	Needing	Exit Criteria 70% on Shaded indicators	Baseline					Current
	Acceptable	Improvement	Exit Criteria 85% on overall score	Scores					Scores
Child & Family Team/Coord	29	6	82.9%	36.7%	29.4%	34.7%	54.3%	78.3%	82.9%
Functional Assessment	17	18	48.6%	26.6%	36.8%	33.3%	54.3%	71.0%	48.6%
Long-term View	18	17	51.4%	33.3%	36.8%	31.9%	41.4%	69.6%	51.4%
Child & Family Planning Prox	27	8	77.1%	47.6%	30.9%	48.6%	60.0%	75.4%	77.1%
Plan Implementation	28	7	80.0%	69.6%	67.6%	56.9%	71.4%	87.0%	80.0%
Tracking & Adaptation	28	7	80.0%	69.0%	54.3%	56.9%	57.1%	82.6%	80.0%
Child & Family Participation	29	6	82.9%	64.3%	50.0%	44.4%	62.3%	78.3%	82.9%
Formal/Informal Supports	31	4	88.6%	86.7%	76.5%	73.6%	82.9%	94.2%	88.6%
Successful Transitions	23	9	71.9%	68.6%	52.9%	49.3%	63.8%	80.6%	71.9%
Effective Results	28	7	80.0%	73.2%	64.7%	66.7%	72.9%	88.4%	80.0%
Caregiver Support	24	1	96.0%	92.0%	88.1%	91.1%	97.9%	97.7%	96.0%
Overall Score	28	7	80.0%	47.6%	52.9%	48.6%	58.6%	85.5%	80.0%

APPENDIX 2

Salt Lake Valley Region #1 Exit Conference December 10, 2004

STRENGTHS

- Placements were well matched to the needs of the child.
- Tremendous informal supports were wrapped around the case.
- There was a good match between the caseworker and the child.
- There was a good transition from Christmas Box House to the foster home.
- There was superior teamwork in participation, communication and knowledge.
- Team meetings were focused.
- A new worker used the Practice Model to conduct a team meeting.
- Two foster homes were willing to take large sibling groups.
- There is a team that specializes in cases where the child is receiving DSPD services.
- Caseworkers were sincere and caring and the families could see it.
- There was good engagement of a 12-year-old child.
- There was good concurrent planning.
- There was good attention to bilingual needs and the LTV was well developed and implemented.
- A new worker had a lot of good mentoring.
- A biological mother was able to interview foster homes and select the placement for her child.
- There was good engagement of the mother by the worker to put her at ease.
- A child receiving DSPD services was given accommodations and choices in services.
- There was good coordination between the Drug Court liaison, the home-based worker, and the foster care worker.
- There were good efforts to keep family members involved in the teaming, and notes of the meeting were provided to the caregiver.

PRACTICE IMPROVEMENT OPPORTUNITIES

CORE INDICATORS

- Teaming
 - Improve participation of informal supports by providing more preparation. Improve participation of professional partners by providing notice of meetings farther in advance.
 - Improve skills and increase expectations for engaging difficult parents, children with disabilities, extended family members, and significant partners such as education.

- Planning
 - Include support for kinship when doing concurrent planning during reunification. Provide support and services to kinship placements equivalent to those provided for foster parents.
 - Update the Plan as the circumstances of the case change.
- Functional Assessment and Long-Term View
 - Connect the knowledge of the team and the written functional assessment. Key pieces of knowledge should flow from the assessment process into the knowledge of the team.
 - Identify underlying needs and link assessment to planning and the long-term view.
 - Identify priorities from the assessments so that the most critical needs don't get overlooked.

SYSTEMIC BARRIERS

- Children who come into DCFS custody who were not abused or neglected are not well-matched to the mission of the Division.
- Loss of Medicaid coverage when children are in custody but living at home.
- Stigmatism of segregated classrooms for YIC clients.
- Lack of cooperation between regions.
- Loss of services to DSPD clients if the child is adopted or if guardianship is taken. Perception that children can only get services from DSPD if they are in custody; they are not available to home-based clients.
- Health Care nurses feel underutilized as team members.
- Licensing process is not very accommodating to the clients who are working.
- Community partners not having an understanding of the Practice Model, LTV, etc.

RECOMMENDATIONS

- Provide inservice training for assessments and long-term view. Use the tools that are successful in other regions.
- OSR will provide a document that gives the reviewers' perspective of the Functional Assessment and the Long-term View.
- Remember that teaming is a process, not an event.
- Improve engagement skills by:
 - Identifying staff who have strong engagement skills
 - Providing mentoring on how to engage challenging families and children
 - Using family preservation workers and clinical staff to help engage difficult clients
 - Focusing supervisors on cases where the family is not part of the team
 - Understanding the importance of maintaining engagement throughout the life of the case

SUGGESTIONS FOR IMPROVEMENT FROM THE REGION

- Supervisors review the team meeting minutes, the functional assessment and the plan at the same time.
- List the risks. Differentiate between concerns and risks.
- Solicit the most information by asking questions in different ways.
- Keep long-term goals in mind when doing crisis management.
- Periodically revisit the nuances and objectives of the case because there are so many things to remember.
- Create more flexibility in the Service Plan and Functional Assessment templates on SAFE.
- Partner with legal stakeholders to help them understand the Practice Model.
- Allow family to participate fully; this may improve satisfaction.
- Address how to handle dissent within the team. Resolve differences of opinion among team members.

Salt Lake Valley Region #2 Exit Conference

March 18, 2005

STRENGTHS

- Very strong team identification with a single point of contact and good communication
- Coordination between Drug Court, DCFS, Mental Health, and community partners
- Detailed planning of transitions
- Good matching of the foster family and the child with biological parents having a voice in the decision
- Individualizing services to the family, i.e. provider working with the family to help deliver services
- Maintaining biological connections
- Child and family had a voice in the plan
- Re-engaging with family after long periods of disconnection
- Extraordinary support to foster parents contributed to stability
- Support from community partners
- Willingness to admit they don't know the answers and to look for resources
- Good engagement with highly satisfied clients
- Tremendous advocacy by the worker for the needs of the child
- Caseworkers going out of their way to accommodate the wishes of a parent
- Caseworker matched with his previous knowledge and skills
- Resourcefulness in finding funds and resources for the family
- Extra efforts to work with the family to have visits with the child
- Team had a good handle on the assessment of the case
- Guardian had transitioned into the team leadership role
- Good attention to the cultural needs of the family
- Team had a good understanding of the Long-Term View

PRACTICE IMPROVEMENT

- Functional Assessment
 - Key people were not assessed
 - Team didn't have a full understanding of the assessments
 - Underlying needs weren't addressed
 - Conclusions were not synthesized into the big picture in the written plan
 - Needs are disguised as services within the written document
- Long-Term View
 - Need attention to thinking who will be the family for this child when they age out of the system and what family connections the child will have
 - Practice of a provider to avoid adoption/guardianship to prevent loss of college financial aid resources
 - ILP expectations are overwhelming so it's better to focus on interdependence

- Transitions:
 - More timely transitions into placements versus rushing a child into a placement without a thorough assessment thus leading to multiple disruptions
- Safety:
 - Prioritizing the safety needs in the cases and better monitoring and planning of parent/child visitations
- Teaming:
 - Make sure all key players are utilized and address concerns when team members are not functioning adequately
 - Need for the caseworker to be more assertive when dealing with a partner agency that starts driving the team in a way that may not be appropriate; need real team decision making

SYSTEMIC BARRIERS

- GAL has 320 cases and is unaware of the status of the child
- Courtesy supervision is not available as needed
- Lack of supports for children who age out of the system but don't have family connections
- ORS issues: taking so much income that it is detrimental to the process of reunification, delays in processing of paternity tests, and inflexibility with arrearages

REGION SUGGESTIONS FOR IMPROVEMENT

- Work more effectively with partners to present a plan from the team when the court is the barrier
- Functional Assessment
 - Easier integration of the notes and logs into the Functional Assessment on SAFE
 - Updating by a new worker
 - Reducing the text when making updates
 - Prompt in the document "What are the underlying needs?"
 - Keep document small enough to be useful
 - Long-term view should be at the end and needs should be at the beginning to aid the thought process flow
 - Focus on the process and not on the document only

RECOMMENDATIONS

- Functional Assessment:
 - Assure that all who are within the realm of the child are adequately assessed
 - Continue to assess risk after the initial assessment
 - Regularly consider the assessment needs within the team, "Do we know enough about the child and family?"
 - Assure that the needs of the child are addressed in Drug Court cases
 - Record, update and synthesize the knowledge gained from the assessments. As the assessment process improves, stability will follow

- Long-Term View
 - For the adolescent population-ensure there are enduring relationships and services in place that will endure after custody
 - For all children and families-ensure that families have an informal support network matched to their needs after formal supports end
 - There needs to be a clearly defined path to reach the desired end result, which is beyond case closure